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DDI #04778-84  
17 August 1984

MEMORANDUM FOR: Executive Director

FROM : Deputy Director for Intelligence

SUBJECT : Search for Excellence Program

1. The Directorate of Intelligence follow-up to the DCI's "Excellence" program began even before he delivered his speech on 16 March. Once the Excellence task force under John McMahon's auspices had finished its work and made its recommendations, I asked each Office Director and Staff Chief in the DI to convene their people once again and to come up with ideas for furthering the Excellence program within the Directorate of Intelligence. Each organization, as well as the Directorate's Management Advisory Group, submitted its recommendations and I asked a Directorate-level task force to make recommendations to me on which of these measures should be adopted as Directorate policy. The task force was chaired by [ ] Persian Gulf Division Chief in NESAC and our representative to the McMahon group, and also included a branch chief, an analyst, a secretary and one of our administrative officers. [ ]

2. The newsletter that I issued on 1 June (attached) presented to the Directorate a long list of measures and policy changes incorporating not only the Director's decisions but my own in terms of steps to be taken within the Directorate of Intelligence on recognition and awards, reducing bureaucracy and delegating downward, the Directorate's substantive review process, and a range of other topics. This 1 June publication sets forth a large number of significant policy changes in the Directorate, several of which required changes of Agency policy in order to implement. These Agency policy changes were in fact made with the help of the DDCI and the DDA. [ ]

3. I emphasized at the end of that newsletter that "action -- and action throughout the year" -- on the Excellence program would be essential and that "the credo is a statement of aspirations; all of us now need to work to make it more of a reality." I stated that the measures announced in the newsletter were "only a start". [ ]

4. In response to your memorandum of 24 July and the Director's of 26 July, I have once again solicited from the

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Office Directors reports on the measures they have taken subsequent to the first of June. I present highlights of these below. The report is divided into two categories: substance and bureaucracy. [ ]

5. While I think you should look over the large number of examples below, I would highlight the following developments:

- The burgeoning of task forces to work on discreet substantive analytical problems with a view to their disbanding once the job is done.
- The dramatic number of initiatives to better inform all of the people in each office of what is going on, particularly from an administrative and bureaucratic standpoint.
- An apparent far reaching change in the attitude of managers toward involving their people in identifying problems and coming up with the solutions.
- An effort for the first time to expand management attention, concern and career planning efforts to categories of employees other than analysts. [ ]

6. It is the breadth and number of the Excellence-prompted initiatives over just a three month period that convince me that the Excellence effort genuinely took hold and that DI managers got the message. I frankly believe that most of the major items that we can do in these areas have been tabled -- from the use of task forces for both substantive and bureaucratic purposes to greater manager contact with employees to management involvement of employees at all levels in trying to solve problems. It seems to me that principal future steps lie in our keeping alive the spirit that has motivated the actions of the last few months and insuring that with time it does not dissipate and become forgotten. [ ]

## I. SUBSTANCE

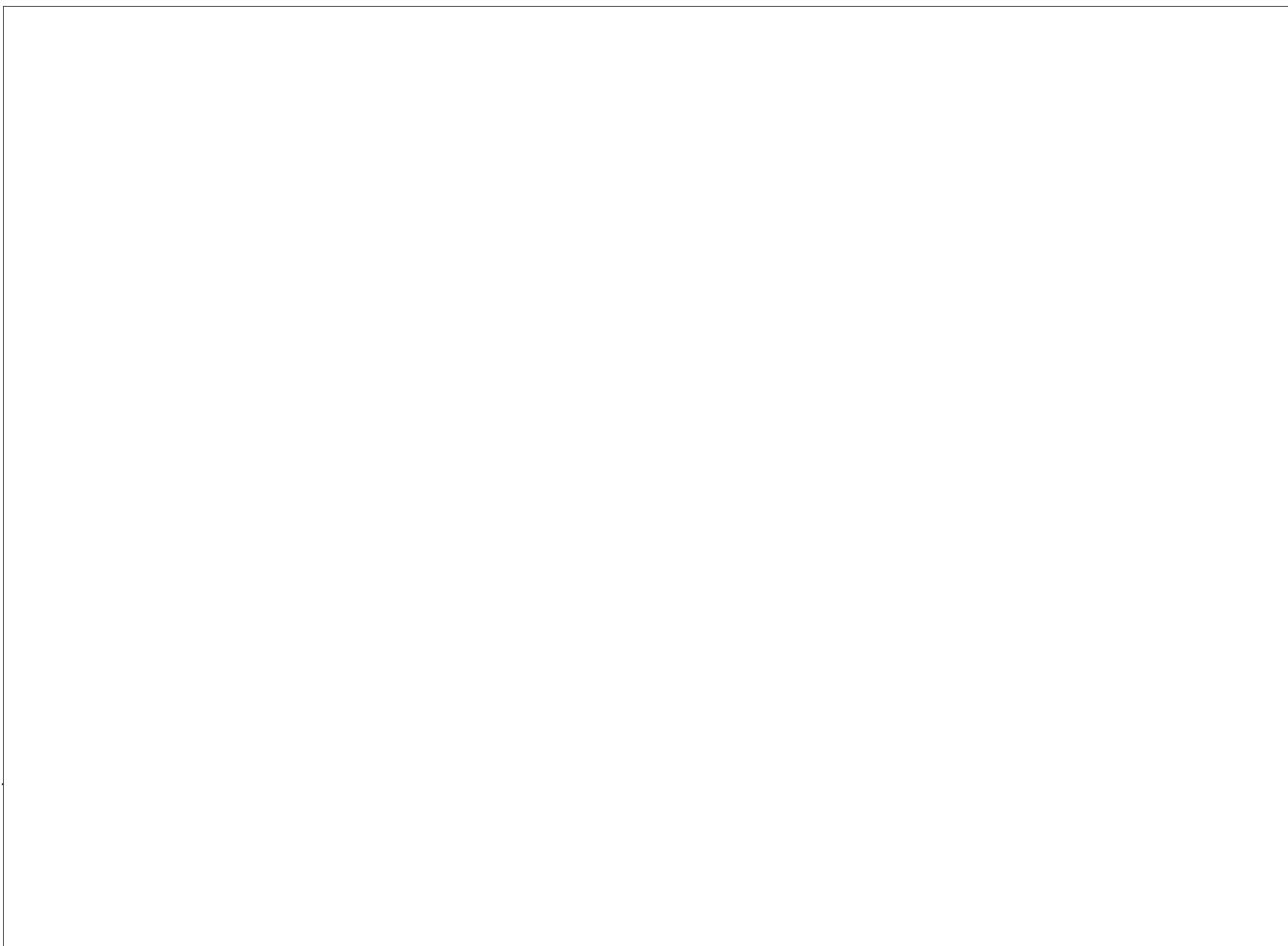
### Task Forces

7. I think it is fair to say that one of the precipitating factors in the Director's interest in task forces was formation of the DDI [ ] and the high quality report that it produced. In many respects, the Technology Transfer Assessment Center and the Instability, Insurgency and Terrorism Center are formal and lasting kinds of task forces that bring together a mix of skills throughout the Directorate to address high priority problems. But I think the Director's interest, and the Agency's in general, are more accurately reflected in the formation of task forces to take on a specific job, do it, and then disband. What follows are a series of examples of task forces that have been formed just within the last three months within the Directorate of Intelligence to address substantive problems:

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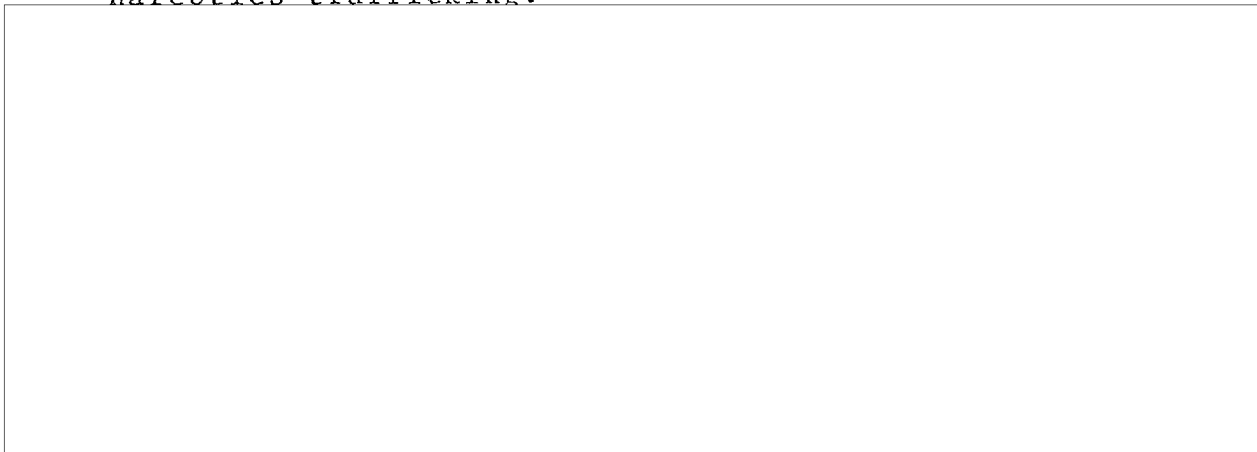
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Other Initiatives

8. The Directorate has taken a number of other initiatives as an outgrowth of the Excellence undertaking to try and improve analysis. Some of these include:

- OGI is creating cross-cutting branch units to pursue non-traditional research. For example, the Political Instability Branch will examine mechanisms for sudden change in a series of Third World countries and the Economic Analysis Branch is looking at a number of non-traditional areas such as Third World austerity and narcotics trafficking.

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- OGI also has developed several special programs to broaden the experience and perspective of analysts, including an "out of area assignments program" involving some 20 assignments in other government agencies or overseas to provide first-hand experience in the use of intelligence or the opportunity to develop unique insights on substantive issues. For example, one analyst just spent three months abroad examining the development of high-tech industries in seven newly industrialized countries.
- OGI's Geography Division is exploring the possibility of contracting with local geography professors to set up special studies programs for non-geographers in the division highlighting systematic geographic research and the opportunity to apply elementary integrated techniques on foreign area topics.
- OGI's Strategic Resources Division is establishing a training guide for its personnel, including appropriate academic course work from local universities based on area specialization, recommended short courses from universities or consultants in specialized topics, and a listing of appropriate conferences or seminars applicable to the division.
- OGI's Geography Division also is trying to create an environment encouraging the "trickling up" of ideas from all employees in the division. Key substantive topics are identified within branches and then, similar to the drafting of the credo exercise, each branch discusses the topic and makes recommendations. By occasionally setting aside time, the division hopes to stimulate free and uninhibited thinking that will uncover good ideas.
- ALA has undertaken an active program to improve dramatically its relations with the DO. This has involved a formal program for DO CTs to serve in interim assignments in the office, the recruitment of a DO officer as a deputy division chief in ALA, senior managers attendance at DO Chiefs of Stations conferences and meetings with reports officers.
- Virtually all offices in the Directorate have created mentors for new analysts to see that the analysts get the training and guidance they need, help in understanding how our work is done, and in learning the resources and opportunities available to them.
- OSWR has started a guest speaker program, bringing in outsiders to deal with specific substantive topics.

- OSWR's management has set aside time each day to meet with managers and focus on analytical developments and discuss substantive issues. Discussion of management and administrative concerns are forbidden at these sessions.

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- OCR has established service representatives to both OSWR and OGI. These representatives are charged with evangelizing these offices and explaining and promoting library support to analysts.
- OCR has begun reviewing DI production plans to bring a full range of OCR support services to bear on a problem even before an analyst requests it.
- EURA has initiated a new European Review feature called "One Analyst's View" which is published with a disclaimer and without any review.
- The East European Division has begun using panels throughout the process of researching, writing and reviewing papers to bring together analysts and managers who can provide ideas and support on a particular subject to the analyst.
- OEA has been encouraging its people to apply new approaches and methodologies. Recent examples range from the formation of a new regional assessment staff to produce cross-cutting East Asian wide regional assessments to the recent report (which the DCI and DDCI both have seen) on how well positioned we are for the troubles ahead for both collection and analysis on the

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- A series of informal seminars by SOVA and OSWR senior analysts to keep Third World military analysts current with weapon developments and weapon systems will begin in September. [ ]

## II. BUREAUCRACY

9. A number of initiatives have been taken by the offices to reduce bureaucracy, delegate authority, improve the quality of life, grant more prompt and wider recognition for excellence, and better involve and better inform our people about the mysteries of this bureaucracy. What follows is a selection from each of the offices of major initiatives that have been taken.

### OGI

- An advisory committee of analysts, support personnel and branch chiefs has been formed to work out a system of fair guidelines for financial award.
- Changes have been made in the substantive review process to minimize unnecessary aggravation and inconvenience to the analyst and also to speed the process.
- A mentor system has been established for new employees so that each new employee will have someone below the branch chief level to whom they can turn for work related information and advice.
- New initiatives in training include using all of the positions for the September running of the Seminar on Intelligence Analysis, a course design to develop brainstorming skills and identify more creative ways of approaching traditional analytic problems. As a result a majority of a division will simultaneously be exposed to these tools and techniques with the expectation that the shared experience will stimulate and facilitate their use when the employees return to their jobs.
- A program has been developed for circulating out of area training opportunities to the secretarial staff. TDYs are being developed for Intelligence Assistants to have the opportunity to travel and attend conferences. For example, one IA who has been working with the International Energy Team for nearly 10 years will attend a conference on energy security issues next month in Hawaii.

### NESA

- Because many newer analysts were not familiar with procedural steps involved in preparing NID and PDB articles, a senior officer has prepared a memo detailing those steps.

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- Because of so many first-time travelers abroad, NESA is holding a series of briefings on required procedures, problems of cover and so forth related to traveling abroad.
- Guidelines have been issued on the use and availability of flex-time.
- In response to considerable misunderstanding about office funding of activities, the Executive Officer presented a lecture on the budget process to personnel.
- Despite numerous complaints about the very high temperatures in one of NESA's division, the problem remained unresolved. Using its own new funding authorities resulting from the Excellence program, NESA management simply purchased a dozen large floor fans to provide relief.
- A task force was created to develop career training profiles for secretaries, political military analysts, and economists. The profile contains course descriptions and when during an individual's career a course would be appropriate.
- Because of concern over the introduction of computers and the resulting impact on secretarial duties, office secretaries met and compiled a new job description that include both current duties and computer oriented tasks.
- To give secretaries a better understanding of the nature of our work, a visit has been arranged for them to NSA for an orientation briefing.
- Several external training courses for secretaries have been identified.
- The office has begun publishing a newsletter that will include promotions, kudos, travel, production and performance comparisons.
- NESA military analysts have begun holding regular meetings to exchange information and address military related issues.
- A space working group has been established to identify and provide suggestions for solutions to work space problems.
- Work will soon be completed that will provide each analyst with self-enclosed work stations enhancing privacy and noise reduction.



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- A task force developed a checklist for all new employees detailing information to assist them in adapting to their new working environment.
- New procedures were established to improve and accelerate the office/division review process.
- NESA has established procedures for cash awards for outstanding research papers.
- An ADP task force has been established to review current and future office computer requirements.

ALA

- Deputy division chiefs have been made full members of the career service panel. These individuals know the individual analyst perhaps best of all.
- Graduate fellows on duty with ALA are serving as full-fledged country desk officers.
- A secretarial advisory group in the office has been formed resulting in solutions to several on-going issues and improvement in morale.
- Economic and military mentors for new analysts have been established.

OSWR

- The office is delegating authority to lower levels in management, reducing routine administrative meetings. For example, division chiefs are now able to authorize part-time external training during duty hours for personnel taking courses directly applicable to their jobs.

SOVA

- SOVA has initiated programs for enhancing professional training for those in secretarial and technical career fields. It has sponsored the attendance of two secretaries at a professional secretaries international convention in Toronto, will sponsor attendance of technical employees at various local and national computer conferences, will encourage secretarial and technical rotations for career broadening experiences and will continue to move technical employees into junior analyst positions.
- SOVA is giving out of cycle promotions to recognize especially outstanding analysts, awarding QSIs and cash awards for sustained excellent performance.

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- SOVA has designed a new seven week intensive Russian language course.

OCR

- The office has published a memorandum to all division and branch chiefs listing ten new procedures delegating authority downward on recruitment, selection, vacancy notices, use of informal notes in lieu of formal correspondence.
- Branch chiefs are authorized to approve outside training requests.
- Authority has been lowered to approve purchase orders for books and periodicals.
- Authority to approve biographic reports has been delegated to division chiefs.
- Division chiefs have been authorized to approve requests for installation in headquarters' TV grid.
- Non-managerial personnel have been assigned as team leaders to handle special tasks.
- The office has implemented a procedure whereby career service panel ranking groups recommend awards for long-term high quality performance as they evaluate employees.
- The office in late May held a 2 1/2 day conference involving 50 employees from all parts of the office on the subject "in pursuit of excellence".
- The office held a conference  to discuss ways of improving operations.
- An OCR in-house program to cross-train service personnel in other office services.
- OCR has eliminated chain of command routing on requests to take training or attend conferences.
- The office introduced simpler forms for data collection for the management information system.

EURA

- Secretaries are being encouraged to take advantage of training away from Headquarters.

- The office will hold its first conference for secretaries in October.
- Three EURA economists are organizing a monthly seminar series.
- The office is circulating a monthly newsletter to analysts.
- The deputy director of the office is meeting individually with all analysts and secretaries who have been in the office less than a year.
- The office is adopting a mentor system for all new analysts.
- Branch chiefs are able to sign off on draft NID articles.
- A task force has been established to improve physical arrangements of various divisions in the office.
- The office also has named a task force to conduct their own mini inspection of the office, talking to as many people as possible in the office about a wide range of substantive, administrative and quality of life issues. The team will issue a report in September.

#### CPAS

- The Cartography, Design and Publications Group has formed a task force to plan for the acquisition and budgeting of technologically advanced equipment for the development and production of maps and graphics.
- Another task force is looking into ways to improve the crowded working environment.
- A number of employees have been given cash awards.
- The office is attempting to resolve a longstanding problem concerning how to fairly compensate CPAS employees who work night shifts.
- A first-ever office conference was held in July where the reports of several teams charged with surveying office employees on a variety of issues and problems were presented and discussed.

#### OEA

- OEA is promoting greater junior analyst contact with consumers.

- OEA has sponsored a recent conference for its secretaries at Warrenton and monthly secretarial meetings and briefings are being arranged.

#### OIA

- Several teams have been established in OIA such as an ADP committee and a new equipment committee to keep analysts and support people aware of initiatives in these areas and to solicit their concerns and opinions.
- An OIA clerical and registry committee chaired by the office's deputy director has been formed to communicate with secretaries and other clerical and registry personnel and to address their needs and concerns.

#### CRES

- The Imagery Tasking Center has initiated a weekly ITC staff note to pass items of interest within CRES and the DI to its personnel at Headquarters [ ] to keep them up to date.
- An experienced secretary has been made responsible for maintaining the foreign disclosure data base and also for analysis of data and preparation of memorandum concerning the data.
- Two secretaries have attended the COMIREX course at Offett Air Force Base both in recognition of their long time contribution in this arena and to improve their understanding of the imagery world. [ ]

#### Next Steps

10. Many of the initiatives described above are at first glance very modest or may seem to senior managers even as trivial. Nevertheless, these measures address matters that are of great concern to employees at all levels and, I believe, demonstrate a far more aggressive attitude by DI managers to take a more sympathetic and involved attitude toward improving the quality of life for our employees, reducing bureaucracy and taking advantage of new approaches to improve our substantive work. In just three or four months the total number of these initiatives taken by managers to involve employees in the decision process and to address their concerns is staggering.

11. Beyond the policies announced in my newsletter, the Directorate has taken a number of its own initiatives to include:

- An extraordinary recruitment effort of our own involving the dispatch of many analysts to scores of campuses to make direct contact.

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- A special program for potential minority employees developed by the Minority Affairs Panel.
- Involvement of functional advisory panels in training activities.
- The convocation of conferences for colleague placement directors from all over the US.
- The development of Directorate recruiting pamphlets.
- Checklists for new EODs.
- Interviews with all employees leaving the Directorate both as reassignments and separations in the hope to reduce attrition rates.

Robert M. Gates  
Deputy Director for Intelligence

Attachment:  
DDI Newsletter

## DDI NEWSLETTER

1 JUNE 1984

## In Search of Excellence

Several days before the DCI's "Excellence" speech in the auditorium on March 16, I asked each Office and Staff to submit its suggestions for improvements that we might make on our own within the Directorate of Intelligence. I also met with the Directorate's Management Advisory Group and asked them to consult widely within the Directorate and provide me a paper with suggestions for improving the working environment in the Agency.

25X1 Once the Director had given his speech and announced his decisions, I asked [ ] Persian Gulf Division Chief in NESAs, to team up with several others in the Directorate representing different skills and levels and sort out from the many suggestions from the Offices those measures we could or 25X1 should implement. The group included [ ] a branch 25X1 chief in ALA; [ ] an analyst from EURA; [ ] 25X1 an OSWR secretary and [ ] from PMS.

25X1 Now that I have the [ ] Committee report, the MAG report, and the Director's guidelines, I would like to set forth in one place changes in policy and approach to reduce bureaucratic barriers to excellence, to recognize excellence of performance, and to foster imagination, creativity, and better management at all levels.

## I. Recognition and Reward

The DCI has delegated to me the authority to approve quality step increases, cash awards up to \$1,000, and awards up to and including the Career Intelligence Medal. In the past, recognition for an excellent performance has been too infrequent, given to too few people, and too long delayed.

- To recognize and reward more deserving people in the Directorate, I am delegating authority to Office Directors and Staff Chiefs to make cash awards up to \$500. Because there is not a significant amount of money remaining for FY-84, these awards will be reviewed until the end of this fiscal year by the ADDI to insure that no office is taking a disproportionate amount of available funds. Beginning on 1 October, 80% of our

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award funds will be distributed to the Offices and Staffs proportionately according to their size. The Office Director will then be able unilaterally to make awards up to \$500. I strongly encourage Office Directors to provide recognition for excellence to the large number of people in this Directorate who deserve it.

- Offices may nominate and I will approve, based on recommendation of the Career Service Board, awards in the amount of \$501 to \$1,000 as well as other awards including the Career Intelligence Medal. I will personally also select recipients of such awards.
- I welcome recommendations from Office Directors for quality step increases for sustained excellence and performance.
- I urge managers at the Office and Division level to bear in mind the range of non-cash awards that serve to focus attention and grant recognition for outstanding performance, for example, the Meritorious Unit Citation for a group of people who have excelled.
- With a little creativity and imagination, there are other ways to give recognition and special thanks for work well done. For example, inviting a secretary, IA, or support officer to join in a recruiting trip or in a conference seems to me perfectly legitimate. There must be other ways we can identify to recognize excellence. The point is that managers at all levels every day need to be on the look out for ways to reward particularly outstanding achievement and to show appreciation to the large number of people in this Directorate who are responsible for our performance and good reputation.

## II. Reducing Bureaucracy/Delegating Downward

- The Director has delegated approval of SIS-1 and 2 assignments to me. Once I have approved them verbally, the only required paperwork will be the personnel action.
- From now on, we will issue Directorate-wide notices for SIS-01/2 vacancies.
- Annual Work Plans henceforth are optional.
- Career panels will no longer require separate documentation for promotion recommendations.
- Time-in-grade guidelines for promotion will continue to be waived selectively to reward excellence in performance.

- Two notebooks containing all Vacancy Notices for the Directorate and all Agency-wide notices will be placed in the Library.
- The monthly report on production statistics required for the Product Evaluation Staff is eliminated effective immediately.
- The annual requirement to prepare the Senior Officer Development Plan is eliminated.
- As set forth in Headquarters Notice [ ] of 11 May, office directors are authorized to spend up to \$1,000 for supplies and equipment.
- Authority to determine whether academic courses, conferences or seminars meet the two year training and education requirement I established henceforth will rest with the branch chief rather than the office director. Each office should provide the branch chiefs with guidelines to appropriate standards.
- Approval of Agency-sponsored attendance at professional conferences is delegated to the Office Directors. Offices must keep a record of such approvals. Participation in panels, presentation of papers and other such involvement in conference programs must still be approved by the ADDI.
- Authority to approve participation in Agency non-quota training courses (such as language courses) will reside with the branch chief. The branch chief also will now have the authority to give Directorate approval for Agency sponsored academic course work, although OTE approval must still be obtained.
- The requirement for reporting on the quarterly review of destruction of files is eliminated, but I urge everyone to try to reduce files, if for no other reason than to give us a little more space.
- Office directors are encouraged to be more aggressive and creative about training opportunities for secretaries and intelligence assistants. Directorate of Intelligence authority to approve non-CIA training opportunities or non-quota CIA training courses will rest with the office directors.
- From now on, secretaries will be included in all Directorate teams for recruiting secretaries and clericals; we will encourage the Office of Personnel to follow suit.



- Henceforth, this Directorate will seek to place secretaries as appropriate at the division level and above in the the Professional Woman's Course; we will sponsor secretaries at the Office level and above for the Urban Awareness Course.
- Analysts and analyst support officers may be promoted up to GS-11 at any time during the year. Such promotions will be contingent on available headroom and overall office average grade level. Career Service Panels will continue to evaluate and rank all analysts at each grade level at least semi-annually.
- The Director has abolished the eight-hour donation rule on directed overtime for GS-12 through GS-15 employees. No DI professional should expect compensation for all after hours work; the nature of our business often calls for extra effort in the timely completion of assigned work or in responding to fast moving events that should be viewed as a natural result of our professional obligations. Directed overtime applies to those instances -- such as weekend duty, task forces, short-fuse papers -- whereby the demands on employee time go beyond the norm for DI professionals. Authority to approve overtime resides within the individual Offices or Staffs.
- Shorthand is abolished as a blanket prerequisite for senior secretarial assignments, but those with shorthand and other specialized skills will obviously be more competitive.
- New analysts now participate in the New Analyst Course for a six week orientation to CIA and the DI. A new employee orientation checklist will be developed for all other new DI people. Each office also should appoint a "mentor" for each new employee to ease adjustment to and integration into the DI.

### III. The Review Process

There is probably no aspect of this directorate's work that is as great a symbol of bureaucracy, management overreaction to the next higher level and the difficulty of carrying out analysts' substantive responsibilities than product review. I say symbolic because these obstacles are often far greater in myth than in reality. Many analysts have had complex papers sail through this process virtually untouched in a very short time. Moreover, as I explained in my last newsletter, the review process has many purposes, only one of which is to critique the work of the analyst.

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The symbolism is both positive and negative. On the positive side, the review process is a manifestation of the priority we attach to the substance of our work from the most senior people in the directorate to the most junior. It also, for all of the aggravation, is the means by which the substantive view of a single individual becomes the position of a powerful institution with all of the support that suggests. On the negative side, some analysts regard it as an expression of a lack of confidence but most importantly simply as a grueling and draining experience.

I believe that it is my duty and obligation to review the substantive product in draft. It is, for me, at the heart of the effort to focus our energies on the substantive product and to improve the quality of our work. That said, I am prepared to take some steps in an effort to ease the perceived burden. To this end:

- Henceforth, I will review only the key judgments or executive summaries of all Research Papers and Technical Information Reports. Typescripts prepared for consumers at the deputy assistant secretary level and below may be disseminated on the approval of the office director. I will continue to review the full text of Intelligence Assessments and typescripts for higher level customers. Even though I will continue to look at all IAs, I will read them in depth more selectively. (This new approach implies no derogation of RPs or TIRs; just recognition that they often are not directly policy oriented nor addressed to the senior policy level.)
- Within the offices, I strongly encourage experimentation with alternative approaches to the review process. Two such approaches are as follows:
  - One approach would be for the division chief, if he or she decides a paper is essentially sound, to assemble a panel comprising one representative of each review layer in the office (the branch chief, the division chief, the office director or deputy, and perhaps one or two others with something special to contribute). Members would all have read the paper carefully, making marginal comments and suggestions. The panel would then meet with the analyst to discuss important points and return to the analyst at that time their copies of the paper with editorial and other suggestions. The next version of the paper would then go simultaneously to the branch and division chiefs and, if they approve, directly to me with a drop copy to the office director. The objective would be to reduce the amount of time involved in the review process, to put all of the reviewers in the office in the room

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at the same time so that an analyst is not, as I described in the last newsletter, driven from pillar to post trying to satisfy contradictory guidance.

- Another approach would be to have comments on strong papers sent up the line on the same copy of the draft so that reviewers through the office director will be able to see, review and comment not only on the draft but on other reviewers' comments. Papers could then return to the analyst just one time for revision before coming to me. The objective would be to review conflicts among different reviewers and force the chain of command to resolve such conflicts without the analyst having to try to satisfy everyone.
- Henceforth, I would hope that questions about my comments on papers come directly to me from the analyst or branch chief. I encourage such questions.
- I continue to be open to other suggestions for simplifying the review process and making it less burdensome to the analyst while still achieving the substantive benefit.
- I urge the office directors to think creatively about the use of office level publications and informal ways of getting information to regular policy consumers in a timely and useful way. I hear all too often from analysts that the office level publications have become too formalistic and that the process of getting something approved for publication in them is as complicated as for a directorate level publication. The office journals offer an opportunity for newer analysts to have the opportunity to write as well as for people to try out new ideas or concepts that may be difficult to coordinate on a directorate wide basis. I encourage the office directors to review their procedures for these publications to see if they can be made more accessible and offer analysts greater freedom in both style and substance. At the same time, I encourage office directors to make greater use of "spot reports", short typescripts and other ad hoc approaches to meeting the needs of the consumer. I believe we can use these opportunities more effectively without impinging on the formal research program and directorate level finished intelligence.

#### IV. Ideas That Will be Pursued

A number of suggestions have been made for ways to make life a little easier and reduce bureaucracy. I believe a number of these have great merit, even though their implementation would require action by other components, funds not now available, or a

change in Agency regulations. Nonetheless, I intend to pursue them. These include:

- Streamlined procedures for foreign and domestic travel.

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- To assist in the development of a one-agency concept, the possibility of shorter rotational assignments in other directorates.
- Development of better physical fitness facilities. OMS is already making alterations in the existing physical fitness room at headquarters. They are also working with Logistics for the installation of a 5,000 square foot physical fitness room in the new headquarters building. I have urged for some time construction of a jogging track inside the compound. I will continue to press this but it is possible that heavy truck traffic associated with construction of the new building may make this even more dangerous now than dodging BPR trucks outside the gates.
- Review of current regulations and procedures with a view to simplification and, where possible, elimination. This is already underway under the auspices of the DDA.
- I also will provide to the DDA the list of measures to improve our physical surroundings, as submitted to me by the Management Advisory Group.

### Conclusion

If the "Excellence" effort is to have any significance or meaning, the philosophy that it represents--of getting high quality work done in the most efficient way possible under circumstances that encourage the recognition of superior performance and bring greater self-satisfaction--it must become a part of the daily life of the institution. If the exercise has shown anything, it is that people at all levels of this Agency have ideas about how to solve problems. All managers need to use imagination and creativity to tap these ideas and bring them to life. By the same token, I urge those at every level not to be content just to look for problems but to contribute ideas to the solutions as well. No one need wait for a manager to ask.

As for communication, which can always stand improvement, I intend to make these newsletters more frequent, and continue my weekly meetings with branch and division chiefs and with branches, and to meet monthly with the Directorate Management Advisory Group. Moreover, I encourage all of you to feel free to communicate directly to me or to any other manager your ideas on how we can make CIA and the Directorate of Intelligence in